DOCUMENT RESUME

ED 368 456 PS 022 099

TITLE [IBM Work and Personal Life Balance Programs.]
INSTITUTION International Business Machines Corp., Armonk, N.Y.
PUB DATE [91]
NOTE 47p.
PUB TYPE Reports - Descriptive (141)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS Business Responsibility; *Corporate Support; *Day Care; Employee Assistance Programs; Employer Employee Relationship; *Family Programs; Foreign Countries; Fringe Benefits; *Individual Development; Job Satisfaction; Leaves of Absence; *Personnel Policy; Program Descriptions; Referral; Retirement Benefits; School Business Relationship; Work Environment
IDENTIFIERS Asia; Elder Care; Europe; *IBM Corporation

ABSTRACT

These five brochures describe the IBM Corporation's policies, programs, and initiatives designed to meet the needs of employees' child care and family responsibilities as they move through various stages of employment with IBM. The Work and Personal Life Balance Programs brochure outlines (1) policies for flexible work schedules, including work-leave options; (2) programs for employees caring for dependents; (3) family health programs; (4) retirement provisions, and (5) community service. Three additional brochures elaborate on the company's child care assistance policy, part-time work and leave options, and work and personal life balance issues and answers. The final brochure is a "Work-Life Situations Road Map," a comprehensive chart of all the company's family policies. Of particular relevance to education are the "Technical Academic Career Program" for those pursuing academic careers after retirement from IBM and the "Retirement Education Assistance Program" for those within five years of retirement. (MDM)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION
CENTER (ERIC)

This document has been reproduced as received from the person or organization originating it.

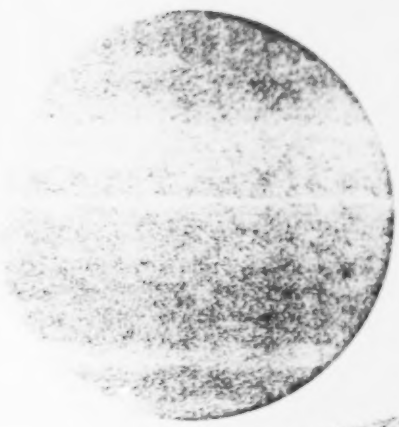
X Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

ED 368 456

[IBM WORK AND PERSONAL LIFE BALANCE PROGRAMS.]

Work and Personal Life Balance Programs



"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

Steven W. Hendricks

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

PS 022099

BEST COPY AVAILABLE

"How far you go in li

BEST COPY AVAILABLE

epends on

your being tender with the young,

compassionate with the aged,

sympathetic with the striving,

and tolerant of the weak and strong,

because someday in life, you will

have been all of these."

George Washington Carver

BEST COPY AVAILABLE

Nobody said it would be easy balancing work and personal life. Having children, caring for them, arranging for satisfactory child care and schooling, handling household, elder care and family emergencies during working hours are just some of the work/life challenges employees regularly face.

Years ago, there was someone at home full time to handle these situations, but the days when the description of a "typical" American family included a husband who handled responsibilities at work and a wife who took care of the needs at home have long since passed. Today, well over half of all married couples in the United States are dual-income families and more than half of the women with children under one year of age work outside the home.

The typical IBM family has changed along with society at large. IBM's survey of its own employees indicates similar trends:

– Nearly 60 percent of IBM employees are part of a dual-income couple;

– Thirty percent of IBM employees have children requiring supervision;

– Approximately 5 percent of employees are single parents;

– Almost 30 percent of employees have some responsibility for the care of an elderly relative.

If the trends continue as expected, these figures will increase in the years to come. The pressures of juggling work and family responsibilities will continue to impact employees in the future. Developing and enhancing programs designed to address these factors will remain a high priority at IBM.

For years, IBM has recognized these trends and has taken the lead in providing comprehensive programs to help its employees better manage their work and personal lives. IBM realizes that employees contribute more on the job when they have less stress away from the job. Providing a variety of programs to fit a wide range of needs is in the best interest of both IBM and its employees.

For many employees, juggling the demands of the workplace with those of the home has become a difficult balancing act. Some employees need help in arranging for child or elder care; others are trying to cope with emotional problems; some need assistance in planning for their retirement; and still others simply need the time to handle obligations that can best be taken care of between 9 a.m. and 5 p.m. on a workday. Employees worry about finding adequate solutions to these issues and carry their concerns about these and other personal situations with them to the workplace. As a result, IBM continually reviews and enhances its work/life programs for a diverse population with diverse needs.

Through its work and personal life balance programs, IBM offers employees greater flexibility and support in meeting their growing responsibilities at work and at home. As IBM employees proceed with their careers, they can take advantage of a wide range of flexible programs that support the building of their careers as well as the well-being of families. IBM is aware that family and work are not neatly divisible entities. They overlap. It is in the company's best interest to help employees balance the pressures of work with the demands at home. This brochure describes some of the work and personal life balance options available to regular full-time and part-time IBM employees as they move through the various stages of their IBM employment relationship.

Scheduling flexibility can make it easier for employees to manage both work and personal priorities. Through a variety of options such as personal leaves of absence, the Flexible Work Leave of Absence program, paid personal time off, Individualized Work Schedules, personal choice holidays and flexible vacation scheduling, IBM helps employees accommodate doctor appointments, car pools, car repairs, school holidays, day care hours, extended family illnesses and other personal needs.

Flexible Work Leave of Absence Program

The Flexible Work Leave of Absence program offers an option to full-time employees who need to work a reduced number of hours per week for a broad array of personal needs, such as dependent care responsibilities, "once-in-a-lifetime" opportunities or other individual needs. Under this program, employees may work between 20 and 30 hours per week for a minimum of six months at a time. After three years, employees must return to work full time or, if they want to remain on this program, they will receive regular part-time medical and dental benefits with the option to purchase regular full-time medical and dental benefits. After three years on this program, there will not be a commitment from IBM to return the employee to full-time employment. However, the employee may reapply for employment with IBM and be considered on a competitive basis based on requirements at that time.

Approval for participating in the program will be based on balancing business needs with personal needs. The Flexible Work Leave of Absence program allows IBM to benefit from the talents of its employees while enabling employees to work part time to accommodate personal needs.

Leaves of Absence

Some personal situations may require employees to be away from work and its day-to-day demands for an extended period of time. These employees have the option of taking a personal leave of absence. Leaves may be requested for a variety of personal circumstances – to be at home following the birth or adoption of a child; to care for an elderly relative; to cope with an extended family illness, or take advantage of a "once-in-a-lifetime" opportunity.

With management approval, leaves of absence are granted to employees up to a maximum of three years. During the second and third years of a leave, employees must be available to work part time, depending on the needs of the business. Approval, reviewed annually by management, is based on the purpose of the leave, the employee's overall work performance and IBM's business needs at the time. Employees receive full company-paid benefits during their leaves and are assured of jobs when they return. Employees also receive full service and earnings credit for the period of the leave.

With regard to maternity, a pregnant employee who wants to take time off from work before giving birth may take a leave of absence. If, however, pregnancy-related disabilities prevent an employee from working before or after childbirth, she receives benefits with full pay under the Sickness and Accident Plan until she is medically able to return to work.

Work-at-Home Program

The Work-at-Home program accommodates employees who are on a personal leave of absence or are on a Flexible Work Leave of Absence, and who are unable to get to their work location on a regular basis but want to work part time. Employees participating in this program must perform the type of work that can be accomplished at home and must report to their work locations at least four consecutive hours each week.

Individualized Work Schedules

Individualized Work Schedules give employees the flexibility to start work up to two hours before or after the normal start time at their locations with stop times adjusted accordingly. The extent to which Individualized Work Schedules are offered depends on customer and company requirements.

Meal Break Flexibility

Meal break flexibility enables employees to take a minimum of 30 minutes or up to a maximum of two hours for a meal break. This window of time in an employee's workday can be used for personal choice activities such as attending a child's school function, visiting an elderly relative or participating in a sports activity. Using meal break flexibility is based on management approval and IBM's business needs.

BEST COPY AVAILABLE

BEST COPY AVAILABLE

Caring for Dependents

Employees with young or school-age children or whose older relatives are aging and in need of care often face a second, equally demanding job at home. IBM offers several programs to help employees find appropriate care for their dependents. Other programs are designed to help employees manage some of the major expenses involved in providing for dependents.

IBM Funds for Dependent Care Initiatives

In many locations throughout the country, available child and elder care services are extremely limited. To help increase the supply and quality of dependent care programs in the United States, in 1989 IBM established the IBM Funds for Dependent Care Initiatives. Over a five-year period, from 1990 through 1994, IBM will spend $25 million through the funds to develop new or expand existing child care centers that give priority enrollment consideration to children of IBM employees; expand training efforts for dependent care providers; expand and develop programs for school-age children, programs to provide back-up care for parents when the planned day-to-day child care arrangements break down, and family day care; as well as enhance elder care services such as in-home care, adult day care programs and respite care. Programs expanded or developed under the IBM Funds for Dependent Care Initiatives are incorporated in IBM's Child Care Referral Service and Elder Care Consultation and Referral Service networks.

Child Care Referral Service

Finding quality child care can be difficult for any parent. The problem is compounded for working parents who have limited time to search for and investigate available options. For some parents, the process can be especially difficult if child care options in their areas are limited, as well. Even after locating a number of providers, parents can feel overwhelmed when it comes to evaluating the options and making a final selection.

To help employees in what can be a difficult, time-consuming process, IBM offers a nationwide service to IBM parents for finding and helping select the child care best suited to their individual needs. The IBM Child Care Referral Service (CCRS) puts employees in touch with trained specialists who are familiar with local child care services. The counselors offer detailed information and referrals, along with guidance to help parents choose the best child care arrangements for their families. The services of CCRS are offered at no cost to IBM parents. However, parents are responsible for selecting and paying the child care provider. Established in 1984 as the first national child care resource and referral service, CCRS has helped more than 46,000 IBM families find care for more than 54,000 children – 70 percent under three years old and 40 percent under one.

Elder Care Consultation and Referral Service

It takes a great deal of time and energy to find and evaluate the wide variety of elder care services in order to make the right decisions about a relative's care. When a dependent relative lives far away, the process can be even harder. How do you get started? And how can you evaluate the choices?

When it was established in 1988, IBM's Elder Care Consultation and Referral Service (ECCRS) became the first nationwide corporate program to help employees address these problems. The program's services are provided through a nationwide network of community-based elder care organizations. ECCRS offers telephone consultations, consumer information and education, as well as referrals to the appropriate providers and resources at no cost to IBM employees, spouses and retirees. Employees or their relatives, however, are responsible for selecting and paying the elder care provider. Since the program's inception, ECCRS has helped more than 19,000 employees, retirees and their families find care for older relatives, 52 percent of whom live at least 100 miles away and 75 percent of whom are 75 or older.

Adoption Assistance Program

Some IBMers are interested in adopting children but need assistance with the costs involved. Almost 6,000 children have been adopted with the help of IBM's Adoption Assistance Program since it was established in 1973. The program reimburses employees for 80 percent of the adoption costs up to a maximum of $2,500 per adoption. Eligible charges include adoption agency fees, placement fees, legal fees, maternity costs for the birth mother and charges for a temporary foster home immediately prior to placement with the adopting family.

Special Care for Children Assistance Plan

Parents whose children have special problems, whether they are physical, mental or emotional, often incur expenses that are not covered by the regular IBM medical plans. To help parents of children with special needs, IBM provides up to $50,000 lifetime assistance per child or until the child reaches the age of 23, for such expenses as special day care, residential care or outpatient treatment through the Special Care for Children Assistance Plan.

Work and Family Seminars

IBM's work and family seminars offer employees a resource for practical information and emotional support for dependent care issues. The seminars address such subjects as child health, safety and development; parent-child communications; the latch-key child, and adolescent issues (including drugs and alcohol). A series of seminars addresses elder care issues such as the aging process, handling legal matters and arranging for the care of elderly relatives. The seminars are provided free to IBM employees and their spouses under A Plan for Life, IBM's health education program (see page 10).

Thomas J. Watson Scholarship Program

As their children get older and become more independent, parents' concerns about child care may be replaced by other concerns, such as college education. IBM helps alleviate some of that worry through its Thomas J. Watson Scholarship Program. The program, which was established in 1957 to honor IBM's founder, Thomas J. Watson Sr., provides financial assistance toward college education and, at the same time, rewards academic excellence among high school students who are children of active, deceased or retired IBM employees.

Voluntary Plan for Dependent Care

The IBM Voluntary Plan for Dependent Care allows employees to set aside a portion of their salary each pay period as untaxed dollars to help pay for work-related dependent care expenses. Based on federal tax legislation, the plan is an alternative to the tax credit for child and dependent care expenses and is designed to help employees meet the challenges of providing care for their young children or other eligible dependents.

BEST COPY AVAILABLE

Staying healthy plays a large part in successfully managing the demands of work and family life. IBM offers a wide range of programs in addition to medical benefits to help employees and their families stay physically and mentally fit as well as meet the high cost of health care. The company also sponsors recreational and cultural activities to help IBMers and their families enjoy time together away from work.

A Plan for Life

IBM's health-education program, A Plan for Life (APFL), offers comprehensive health-related courses at no extra cost to employees, retirees and their eligible dependents. Since its inception, APFL has continued to emphasize the health of the entire family – not just the employee. Under the program, established in 1981, tuition assistance is also offered to individuals who enroll in equivalent courses provided by community or commercial organizations. To date, more than 500,000 employees, retirees and eligible dependents have enrolled in over 25,000 courses offered at or near IBM locations throughout the country.

Courses are designed to educate employees about healthier lifestyles. In addition to the work and family seminars described on page 8, APFL offerings cover such subjects as smoking cessation, exercise, aerobic swimming, weight management, nutrition, self care and family care, stress management and cardiac risk factors.

Personal Health Assistance Provision of the IBM Major Medical Plan

To encourage preventive health care, the Personal Health Assistance Provision of the IBM Major Medical Plan provides reimbursement of 80 percent of certain preventive medical expenses up to a maximum of $500 per year, per employee. The Personal Health Assistance Provision of the IBM Major Medical Plan covers such expenses as physical exams, eyeglasses, contact lenses or hearing aids, immunization shots, cholesterol and other preventive tests, and well-baby care. A portion of the premium costs for the Long-Term Care Insurance Program (see page 11) can also be reimbursed under this provision.

Employee Assistance Program

A difficult emotional or personal problem can arise at any time. The problem could relate to any number of situations – debt, depression, emotional distress, alcohol or substance abuse or it could involve a relocation, the death of a loved one, or friction with children, spouses or parents.

IBM's Employee Assistance Program (EAP) offers employees, retirees and their families a place to turn for immediate help. The program provides short-term counseling (up to eight visits) with an experienced EAP professional at no cost. Help is just a phone call away, 24 hours a day, seven days a week.

BEST COPY AVAILABLE

Turning to the EAP is a voluntary and confidential matter. The program is coordinated for IBM by two independent counseling firms that have offices throughout the country: Human Affairs International, Inc. (1-800-223-3919) serves employees in the West and South, while Personal Performance Consultants, Inc. (1-800-999-9IBM) serves employees in the Northeast and Midwest. A complete list of EAP telephone numbers is included in the EAP brochure (G504-0264).

Mental Health Care Program

To complement the services provided by the Employee Assistance Program, IBM recently added a new Mental Health Care Program to its benefits plans to help employees obtain treatment for psychiatric and substance abuse problems. Under this program, employees and their eligible dependents can access a confidential resource and referral service by calling 1-800-368-7426. Administered for IBM by American PsychManagement, this service is staffed 24 hours a day, seven days a week by clinical specialists. After evaluating the need, the caller is referred to appropriate providers from the program's national network of more than 10,000 psychiatrists, psychologists, mental health clinics and other practitioners.

Other services offered include the evaluation of treatment plans by professional case managers in complex cases and, when appropriate, authorization of coverage for care not otherwise covered under IBM's plans. Employees and their families make the final decision on where to go for treatment.

Catastrophic Care Assistance Program

No one is ever prepared for a catastrophic illness or accident – it can strike at any time. Under the Catastrophic Care Assistance Program, employees can get professional help and guidance when they need it most. The program covers catastrophic medical conditions such as cancer, heart disease, extensive burns, and traumatic head and spinal injuries. Trained professionals help employees assess these situations; assist the personal physician in developing treatment plans; provide referrals for appropriate services, including referrals to national "centers of excellence," if necessary; and establish appropriate follow-up care.

Services are available to employees and their eligible dependents by calling the provider, Intracorp, at 1-800-526-3981, 8 a.m. to 5 p.m., EST, Monday through Friday.

Long-Term Care Insurance Program

As difficult as it may be to imagine, healthy employees or their spouses may one day find themselves unable to perform the routine activities they used to take for granted – walking, eating, getting dressed. Neither the regular IBM medical plans nor Medicare pays for most long-term care, and the cost can be substantial. To help employees and their families prepare for such a situation, IBM makes available the Long-Term Care Insurance Program that covers a wide range of services for chronic illnesses or disabilities, such as Alzheimer's Disease. Under the Long-Term Care Insurance Program, employees can apply for long-term care insurance that will pay benefits up to a maximum of $275,000 for approved long-term care services, including custodial services.

The program includes group rates; reimbursement for such services as nursing home care, home health care, adult day care and respite care; a choice of three reimbursement options – $50, $100 and $150 per day; an inflation adjustment feature; and reimbursement of a portion of the premiums for employees, retirees and their spouses under the Personal Health Assistance/Special Health Assistance Provisions of the IBM Major Medical Plan.

Additional information about the program can be obtained by calling the provider, John Hancock Mutual Life Insurance Company, at 1-800-255-8991.

Employee Video Library

Keeping abreast of certain issues that affect many employees and their families can help them cope with, or even possibly prevent, certain problems. Through the Employee Video Library, IBM offers high-quality educational tapes on such issues as AIDS and substance abuse. Employees can order videotapes by calling Modern Talking Picture Service at 1-800-843-2948 (or 1-800-356-3233 in Florida). The tapes are shipped without charge for a free five-day loan and can be viewed at home with family members or shared with community organizations.

IBM Clubs

To help employees, retirees and their families unwind together in a non-business environment, the IBM Clubs offer a wide variety of social, cultural and recreational activities. Popular IBM Club activities include holiday parties, family days and sports activities. A number of IBM locations also have on-site recreational facilities, such as baseball fields, jogging trails, picnic areas, playgrounds, and basketball and tennis courts. IBM Clubs also conduct U.S. Savings Bonds and Blood Drive campaigns among employees.

BEST COPY AVAILABLE

IBMers and their families may need additional support during times of transition, such as managing a cross-country move, bridging to retirement or exploring alternatives following retirement.

Personal Retirement Provision of the IBM Retirement Plan

A Personal Retirement Provision (PRP) was established as an additional feature of the IBM Retirement Plan to provide more income to employees when they retire and greater flexibility in meeting their long-term plans. Under the provision, IBM provides annual tax-deferred allocations for all regular employees. After an initial allocation of 5 percent of each employee's annual compensation, future allocations will equal 1 percent for 1992, 2 percent for 1993 and 3 percent for each year following. Each employee's PRP balance increases with each annual allocation as well as tax-deferred interest earnings.

Upon retiring or leaving IBM, employees have the option of receiving their accrued PRP balance either in an immediate lump-sum payment or in monthly payments. Employees receive their PRP balance in addition to their regular IBM core retirement benefit.

Tax Deferred Savings Plan

In fact, preparation for retirement begins when an employee is hired. The company's goal is to make sure that retirement is a thoughtful, planned experience for all employees...not a sudden, traumatic event. When planned carefully, retirement can be looked forward to with enthusiasm and confidence.

To encourage financial planning well in advance of retirement, full-time regular employees who have completed one year of service can participate in the Tax Deferred Savings Plan. The plan allows employees to defer up to 8 percent of their salaries; IBM contributes 30 cents for each dollar the employee contributes, up to the first 5 percent. A loan feature is available that allows participants to borrow up to 50 percent of their total account balance and repay that loan by payroll deduction over a period of four years.

Pre-Retirement Seminars

IBM also offers pre-retirement seminars for employees and their spouses.

Five years before retirement eligibility, employees and their spouses can talk to professionals about all aspects of retirement planning. The company-sponsored seminars address topics such as health care, financial planning, IBM retirement benefits, Social Security, use of time, and tax and legal matters.

Retirement Education Assistance Plan

For some employees, retirement offers a long-awaited chance to explore new careers and develop new skills. To enable retirees and their spouses to pursue their interests more easily, IBM's Retirement Education Assistance Plan reimburses up to $2,500 per employee and $2,500 per spouse for educational expenses related to continuing education, developing a hobby or interest, launching a second career or enhancing personal development.

Employees can participate in the program starting five years before their earliest retirement eligibility date. This could be as early as 50 years of age for employees who will have 15 years of IBM service by age 55, or it could be five years before a 30th service anniversary. Spouses become eligible at the same time as employees. Eligibility continues for both employees and spouses until three years after retirement.

Pre-Retirement Leave Program

Sometimes the best method for weighing retirement options is to experiment beforehand. IBM allows employees, who are either eligible or will become eligible to retire within a year, to request a personal leave of up to one year. During that time, employees can work part time at IBM or work for another company, provided there is no conflict of interest. During the leave period, full earnings and service will be credited toward retirement.

Community Service Career Program

Similarly, other IBMers may view retirement as a chance to launch a second career in community service. The Community Service Career Program enables employees to work full-time with community-based organizations upon retirement from IBM.

Under the program, retirees receive full IBM retirement benefits and a portion of their final salaries for up to two years. Participants have accepted positions with organizations that address such hard-pressing issues as AIDS, illiteracy, affirmative action, unemployment and substance abuse.

Continued from Page 13

Technical Academic Career Program

For technical professionals, pursuing an academic career after retiring from IBM may be a viable option. The Technical Academic Career Program selects such candidates on the basis of their technical backgrounds and academic qualifications.

Employees in this program accept full-time teaching, research or administrative positions at post-secondary schools in engineering, physical science, computer science or information systems. Upon approval to participate in the program, the employee retires and receives IBM retirement benefits, and a percentage of their IBM final salaries for up to two years. An employee may also qualify for relocation assistance to the geographic area of the school. Since the program's inception in 1984, more than 250 IBM employees have accepted positions at such colleges as Stanford University, Florida A&M and Massachusetts Institute of Technology.

Spouse Relocation Assistance

When an employee transfers to a new location, it may mean an adjustment for the entire family, especially for a spouse who has a well-established career. IBM's Spouse Relocation Assistance program can help the process go more smoothly.

The spouses of IBMers can turn to approved career management consultants for help in developing skills, preparing resumes and tailoring job plans or can be reimbursed for up to $1,000 for actual expenses related to job searches outside of IBM. In addition, an employee's survey trip to the new location may be extended or an additional trip for a spouse may be approved to accommodate his or her job search.

Also, under the program, spouses who are IBM employees receive priority consideration for placement and/or employment at the new location.

Beyond Work and Family

For many IBMers, having a balanced life includes community involvement. IBM offers specific programs to provide these employees with the time and resources to actively contribute to their communities.

Fund for Community Service

Many IBMers volunteer their time to help nonprofit organizations or schools in the communities where they live. To recognize and encourage employee volunteerism, IBM established the Fund for Community Service in 1972. Through this program, IBM provides financial or IBM product grants for specific activities of local community organizations in which employees, retirees or their spouses are actively involved. Since 1972, IBM has donated over $44 million for more than 27,000 projects including the purchase of electrocardiogram equipment for a local ambulance unit, two-way radios for a volunteer fire department, sewing machines for disabled adults, and physical therapy equipment for disabled children, and furniture and books for a child care center.

Matching Grants Program

The Matching Grants Program provides another means for employees to help their communities. Under the program, IBM matches, two-for-one, the contributions that active and retired employees and their spouses give to eligible colleges and universities, hospitals, nursing homes, and cultural institutions up to a maximum of $5,000 per institution, per donor, per calendar year.

Colleges and universities that receive contributions of $5,000 or more from employees, spouses or retirees during a 12-month period, can receive either a two-for-one cash donation from IBM or a five-for-one IBM product donation based on current retail prices.

A K-12 provision was added to the Matching Grants Program, allowing employees, retirees and spouses to contribute to the donation of PS/2 equipment, software and courseware to eligible K-12 schools. The IBM donor contributes 20 percent of the retail price of the equipment while IBM contributes the balance.

Faculty Loan

The Faculty Loan program allows employees to contribute to higher education in a very personal and direct way by donating their time and skills. Qualified IBMers are granted leaves with their full IBM salaries so they can teach, counsel or give professional support to colleges, universities and related educational institutions with special programs for minority, women and disadvantaged students or students with disabilities. Assignments usually last one school year. Since 1971, approximately 1,000 IBM employees have participated in this program.

Community Service Assignment Program

Similarly, employees who want to contribute to community organizations can take the necessary time away from work to do so through a Community Service Assignment.

Assignments can be requested by employees, nonprofit organizations or IBM. Most Community Service Assignments are granted for one year with full IBM pay. Since IBM started the program in 1971, more than 1,000 IBMers have been granted full or partial assignments. Participating organizations have included the American Red Cross, Phoenix House, National Urban League, and National Executive Service Corps.

More details about these and other IBM programs are available in the following brochures:

About Your Company
(S502-3801)

About Your Financial Future
(S504-0260)

About Your Retirement
(S502-3610)

IBM Child Care Referral Service
(G504-0265)

IBM Elder Care Consultation and Referral Service
(G504-0334)

IBM Employee Assistance Program
(G504-0264)

IBM Employee Assistance Program Highlights
(G504-0310)

IBM Fund for Community Service
(ZV04-0097)

K-12 Matching Grants Program
(SV04-0358)

1990 Medical Benefits Announcements
(SV04-0352)

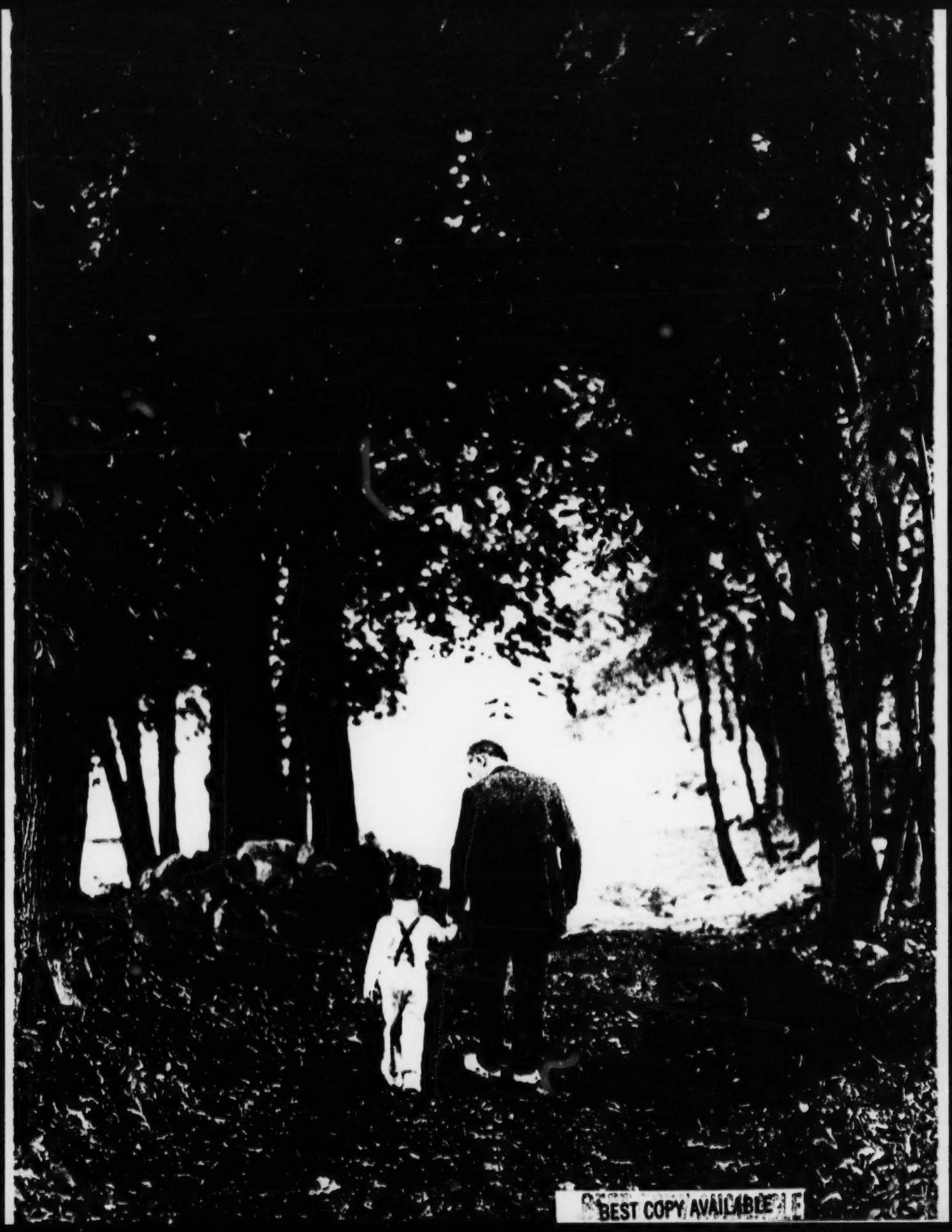
Special Care for Children Assistance Plan
(G504-0338)

Tax Deferred Savings Plan 1990 Enhancements
(SV04-0346)

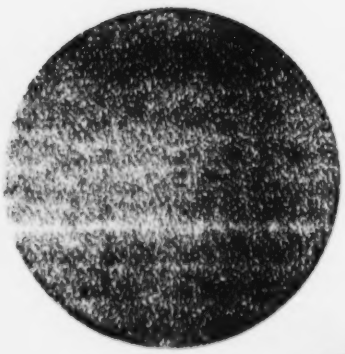
Voluntary Plan for Dependent Care
(SV04-0371)

BEST COPY AVAILABLE

IBM continues to respond to the dynamics of employee needs and concerns in today's evolving workplace. Today's IBM programs may be modified and expanded for tomorrow to meet changing needs, in an effort to keep work and personal life in balance.


BEST COPY AVAILABLE

International Business
Machines Corporation
Armonk, New York 10504



© Copyright International Business Machines Corporation 1990. All rights reserved.

SV04-0364-00

BEST COPY AVAILABLE

Think
REPRINT
VOLUME 57 • NUMBER 3 • 1991

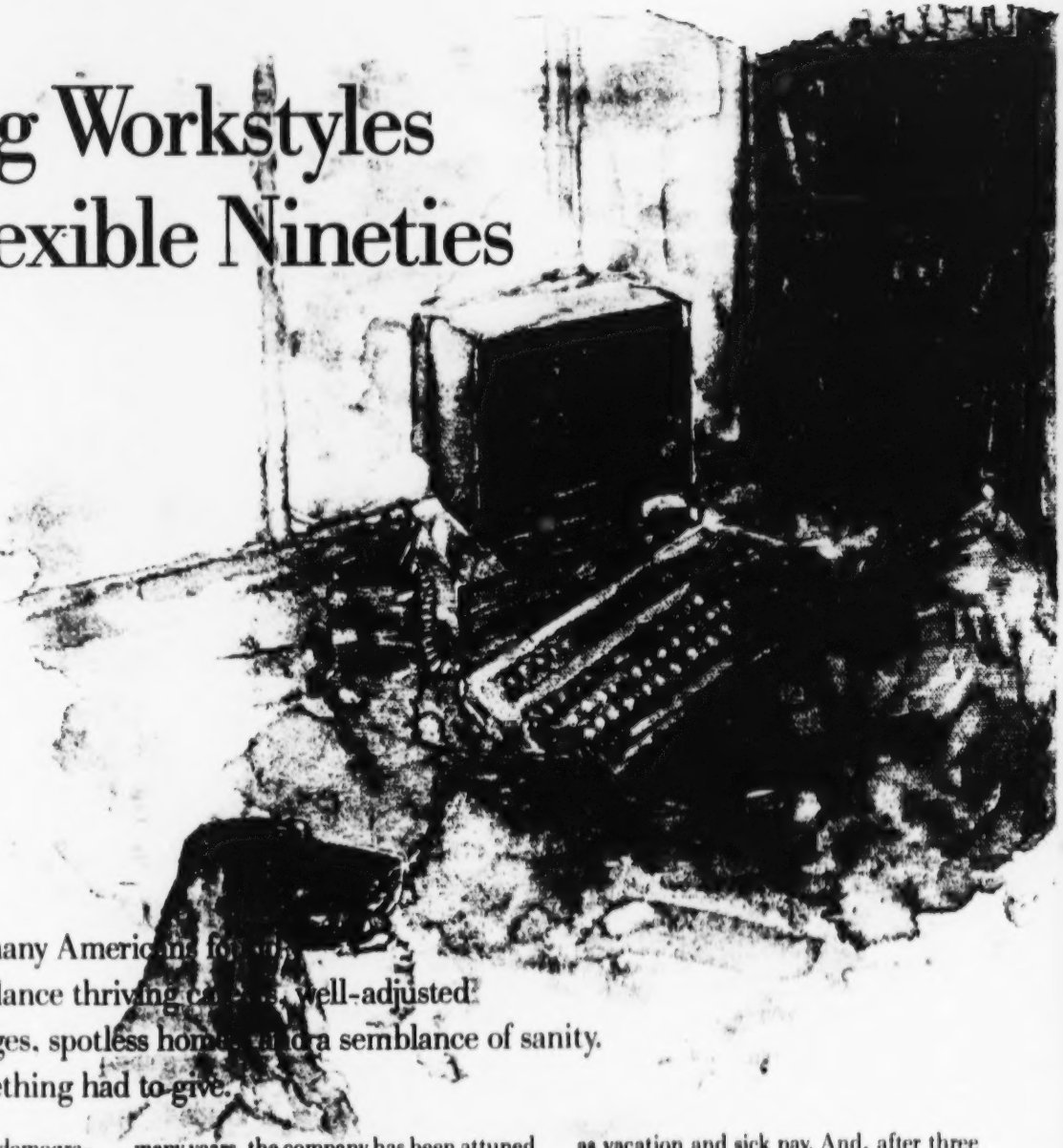
Changing Workstyles In the Flexible Nineties

PS 022099

IBM

BEST COPY AVAILABLE

Changing Workstyles In the Flexible Nineties



by Carrie Gottlieb

In the 1980s, many Americans found themselves trying to balance thriving careers, well-adjusted children, happy marriages, spotless homes and a semblance of sanity. Their conclusion: Something had to give.

Now, the 1990s are here, and demographers are predicting yet another kink in the changing patchwork of American society: the "Sandwich Generation." In time, more Americans are expected to be "sandwiched" between caring for their elderly parents and their young children simultaneously. And if that doesn't sound demanding enough, consider this: Most will continue working, for a variety of financial and personal reasons.

How do workers give their all when they're concerned about Mom, Dad, little Sally and Johnny, tonight's meatloaf, and the leaky pipe in the kitchen?

IBM recognizes the need to accommodate its employees' changing lifestyles. For many years, the company has been attuned to changing demographics. In the late 1970s, it began testing the viability of flexible work schedules, such as individual work schedules and part-time work during leave of absence. And in 1988, IBM created a three-year personal leave program that experts consider to be one of the most generous in U.S. industry.

Recently, IBM announced yet another program designed to help employees balance the demands of work and family life. Called the Flexible Work Leave of Absence program, it is essentially an expansion of IBM's three-year personal leave. Now, employees who work part time are entitled to enhanced comprehensive benefits, such as vacation and sick pay. And, after three years of part-time work, employees have the option of continuing part time with part-time medical-dental benefits, and the opportunity to purchase full medical-dental benefits. Before, employees either had to return to IBM full time after three years or resign. Under the new program, more employees will be eligible for part-time work at home.

Obviously, there are some jobs that don't lend themselves to part-time work, or work at home. "This is not an entitlement," says William Colucci, vice president, US Personnel. "We're running a business. At the end of the day, we can't grant a leave that doesn't make good

BEST COPY AVAILABLE

ILLUSTRATION BY RICHARD SPARKS

business sense." Still, there are plenty of jobs that can be done efficiently on a part-time basis, some even at home. Only non-management level jobs are eligible for part-time work.

"Our intent is to be as flexible as we can be in responding to the needs of our employees," says Colucci. "This is part of our strategy to become the employer of choice, to ensure that more people would rather work for IBM than for any other company."

For Jill Lum, an advisory systems engineer in the Seattle Commercial Branch office, who has been with IBM for 12 years, the opportunity to work from home in a pilot program has been a "dream." Six months after Lum had her first son, Andrew, in 1985, she returned to IBM full time. But after the birth of Daniel two years ago, she couldn't see juggling two small children and a full-time job. "I was ready to resign," she says. But Lum and her manager, Ed DesCamp, were able to work out a part-time arrangement that enabled her to continue working from home. She specializes in storage systems.

Under IBM's work-at-home program, Lum is required to spend a minimum of four hours a week in the office. The other 16 hours a week are spent working from home or visiting customers, who are free to call her anytime—at home or through PhoneMail—and leave messages.

Says DesCamp: "I had a very bright, hard-working employee who was forced to make a choice between a career and child rearing. IBM's flexibility meant she didn't have to make that choice. Now, the branch wins, the customer wins and Jill wins, too."

Phyllis Weinstein, a programmer at Endicott, N.Y., who has worked for IBM since 1977, faced the same dilemma as Lum after she had her second child. When Weinstein learned about the work-at-home program, she jumped at the opportunity. "By working, I'm remaining technically vital," she says. "And I'm offering something to IBM because I already have the skills needed to do my job."

While the new part-time options will certainly help IBM reduce employee headcount at a time when that is a priority, it is important to keep in mind that the company also retains valuable workers such as Lum and Weinstein who would have resigned.

The program is designed to help men as well as women. By making these options available to everyone who is qualified, people are expected to participate for a variety of reasons, including the desire to go back to school, or to do more volunteer work. Some employees may ultimately use the program as a bridge to retirement, gradually winding down their hours before leaving altogether.

"Everything we're doing here," says Colucci, "is for the business in the year 2000—and beyond." □

Key Benefit Highlights

With the introduction of the Flexible Work Leave of Absence program, a benefits program has been developed to address the needs of an employee working part time for an extended period. The coverage, including time off for sickness, vacation and the availability of the Tax Deferred Savings Plan, is an improvement over the benefits offered to those working as supplemental employees while on Leave of Absence.

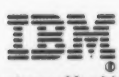
Benefits	Personal Leave	Flexible Work Leave of Absence	Regular Full-Time
Medical/Dental	YES	YES	YES
Sickness and Accident	NO	YES	YES
Tax Deferred Savings Plan	NO	YES	YES
Employee Assistance Program	YES	YES	YES
Child/Elder Care Referral Services	YES	YES	YES
Earnings Used to Calculate Core Retirement Income	Full-Time Earnings	Part-Time Earnings	Full-Time Earnings
Personal Retirement	NO	YES	YES
Tuition Refund	NO	YES	YES

Note: *While the benefits offered to those participating in the Flexible Work Leave of Absence program are comparable to those offered regular full-time employees, the number of part-time hours worked will determine the actual coverage for programs such as Vacation and Sickness and Accident Income.*

BEST COPY AVAILABLE

Think

In the business of reporting on the business



International Business Machines Corporation
Armonk, N.Y. 10504

©Copyright 1991 by International Business Machines Corporation. All rights reserved.

PS 022099

BEST COPY AVAILABLE

Linda Persson cuddles 9-month-old Kelly Foegen, daughter of IBMer Debbie Foegen.

JERRY KALTHEUER-GAMMA LIAISON

BEST COPY AVAILABLE

Child Care Comes of Age

by Carrie Gottlieb

Before Linda Persson began caring for infants professionally in her Rochester, Minn., home, she received many calls from mothers desperately looking for quality child care.

"Some mothers were in tears because they had no place to leave their infants, and they had to go back to work," says Persson, who was caring for children over the age of two-and-a-half. "I had to turn them away."

She doesn't anymore. Last summer, Persson began

ILLUSTRATIONS BY IVAN CHERMAYEFF

"Children need

models more than

they need critics."

Joseph Joubert (1754-1824)
French essayist

specializing in infant care. With money from an IBM fund that is designed to ease the shortage of such care in Rochester, Persson was able to buy cribs, highchairs, infant seats, a swing set and toys.

In return, she agreed to become an infant-care provider for at least three years, and to give priority to the children of IBMers when she has openings. Similar IBM funding was given to other infant-care providers in Rochester.

Is IBM in the child-care business? No. But eight years ago the company was quick to grasp the importance of quality child care, and its impact on the workplace. And IBM has since become a leader among U.S. corporations providing funds and resources to assist in solving the growing child-care challenge in America.

According to the U.S. Bureau of Labor Statistics, 61.6 percent of all children have a mother who is in the labor force. By the year 2000, the number is expected to rise to 75 percent. About half of all women with children under the age of one currently work.

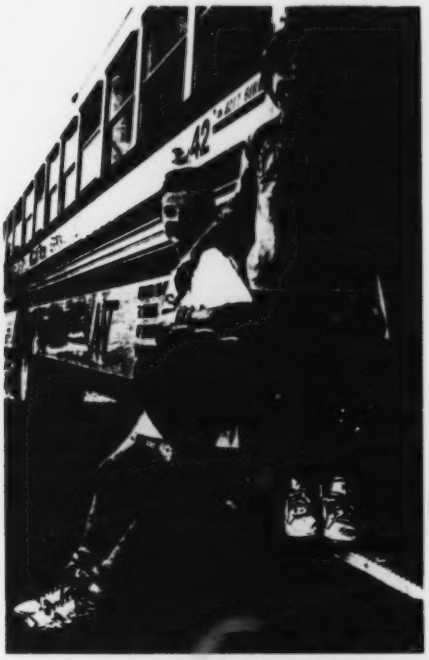
The number of women working at IBM U.S. has increased significantly as well, and so has their need for child care. Last year, women made up 29.2 percent of the company's work force, up from 12.7 percent in 1962.

Nationally, the issue of child care has become so pressing that Congress last year passed legislation that sets a precedent for improving quality standards. The law, the first comprehensive child-care legislation since World War II, provides $5 billion over 5 years in block grants for states to enhance child-care programs.

Shane Dalziel had a swinging time at the Town of Essex day camp near Burlington, Vt., last summer. IBM's fund helped the camp expand to a full-day program.

BEST COPY AVAILABLE

ED MALITSKY/GAMMA LIAISON



ED MALITSKY/GAMMA LIAISON

After a day at Camp Greylock in South Hero, Vt., Nathan Bruner, left, and brother Travis head back to the Greater Burlington YMCA.

Another $18 billion over 5 years in the form of tax credits was allocated for poor families. Nationwide, millions of children and their parents are expected to be helped by the grants and tax credits.

In 1984, IBM was the first corporation in the United States to establish a national child-care resource and referral network for IBM parents. The service, administered by Work/Family Directions, a Boston-based consulting firm, has since been used by more than 45,000 families.

There was one major hitch, however: Communities offered a real jumble of inconsistent child-care options. IBM recognized that a strong infrastructure was needed to provide better services—and more of them.

Once again enlisting Work/Family Directions, IBM in late 1989 established a unique, five-year, $22 million program to increase the supply and quality of child care in communities where IBMers live and work. It is the largest amount of money being spent on child care in the United States by an American corporation.

Says Fran Sussner Rodgers, president and founder of Work/Family Directions: "The unique contribution of IBM's fund is that it addresses multiple child-care problems in a community at one time. For parents to work, there has to be infant care in homes; capital so that centers can exist; summer camps and other programs for when school is out."

After assessing the needs of communities, Work/Family Directions administers money from IBM's fund to child-care centers, individuals like Linda Persson who care for children in their homes, and community-based organizations like the YMCA.

IBM has already awarded $4.5 million to 45 projects of varying sizes in 20 U.S. cities. A significant portion of the money will be used by child-care professionals to build five day-care centers in communities with large populations of IBMers, such as Charlotte, N.C., Gaithersburg, Md., Dallas, Texas, and Westchester County, N.Y. In some of these communities, IBM will be teaming up with companies like Maguire Thomas Partners and Pepsi-Cola Co. to share start-up costs. Outside firms specializing in child care will own and operate the centers.

At the University Research Park in Charlotte, for example, IBM is committing $500,000 to join American Express, Duke Power Co., and the park's developer to create a large day-care center that will serve employees from each company. IBMers will be entitled to about 50 slots, including infants and preschoolers.

Last year, IBM's funding enabled the Greater Burlington, Vt., YMCA to expand its after-school programs to more locations. IBM funds also helped the YMCA extend its summer day-camp hours to accommodate parents whose schedules were affected by the Burlington plant's 12-hour workday.

In San Jose, Calif., IBM's fund helped expand a summer program at a public school located within one mile of IBM's main site.

According to child-care professionals,

ED MALITSKY/GAMMA LIAISON

Archery was one of Nathan Bruner's favorite activities at Camp Greylock.

WENDY BARROWS/GAMMA LIAISON

Bright Horizons director Susan Bloom with one of her charges, Allen Simmons, in Elmsford, N.Y.

WENDY BARROWS/GAMMA LIAISON

Katie Fitzpatrick pops out to say "hi" at Bright Horizons.

BEST COPY AVAILABLE

Four little Indians at a Thanksgiving party at Bright Horizons.

Time out for an apple: John Flagg, left, and Gregory Hinzo at camp in San Jose, Calif.

Arts and crafts at Camp Greylock: Camper Rachel Bertsch, right, gets her creative juices flowing.

few companies in the United States have taken on a more active leadership role in this field. IBM's community-based program is seen as one of the most creative ways to enhance the quality and importance of child care.

"IBM's fund is an amazing commitment," says Ellen Galinsky, co-president of the Families and Work Institute, a New York nonprofit research firm specializing in work and family issues. "And it's important for this country."

Arlene Johnson, program director of work force research at the Conference Board, a nonprofit research organization, agrees. "The fact that IBM counsels employees, helps them learn about child-care standards, and works with local communities to increase the supply, actually stimulates the market," she says.

Many IBM parents believe the money is being well spent. The support Linda Persson received, for example, made it easier for Debbie Foegen to return to work following the birth of her daughter, Kelly.

"I liked the fact that Linda was specializing in infants, rather than watching kids of all ages. That way, Kelly could receive more individual attention," says Foegen, a telecommunications specialist at IBM Rochester. For her part, Persson says she's not sure she would have switched to infant care if she hadn't received support from IBM, since the cribs, high chairs and other items required a sizable investment.

Cheryl Bruner, a single mother of two school-age sons, works long hours as a senior process specialist at the Burlington plant. Last summer, taking advantage of the extended hours program at the Greater Burlington YMCA, she brought her sons Travis and Nathan to IBM with her at 7 a.m., where they were picked up by a YMCA van. They spent the day at camp, ate dinner and were ready to go home at 7 p.m. when she left work.

ED MALITSKY/GAMMA LIAISON

BEST COPY AVAILABLE

Since Bruner has joint custody of Nathan and Travis with her ex-husband, she needed the service only four days a month. It might have been difficult for her to find that flexibility elsewhere, given the demand for full-time child care in Burlington. "Good day care is a blessing," says Bruner. "It's a lot to worry about."

Paige Erickson, a marketing manager in the Houston, Texas, U.S. Marketing & Services Public Sector branch office, used her own initiative to obtain IBM funding. HeartsHome, the day-care center that her 2-year-old son Reed attends, wanted to expand its playground but was strapped for funds. So Erickson and HeartsHome Director Kay Albrecht submitted a proposal to Work/Family Directions. They received $5,000 and two personal computers for the children, in return for preferential enrollment consideration for IBMers when HeartsHome has openings.

From a larger perspective, IBM's child-care initiative has served as a model for other corporations that acknowledge the need to help employees find safe, nurturing environments for their children while they're at work.

Says Johnson of the Conference Board: "IBM has stressed that it's not just accommodating employees to be nice, but that it wants to be here tomorrow. And if it doesn't want to take a bath on employee turnover and attrition, it's got to do something."

Indeed, productivity is much higher when employees are not worrying about their children. A 1987 Boston University study of two New England companies found that 25 percent of employed parents were almost constantly worried about their kids.

Other research indicates that when child-care arrangements break down, parents are more likely to have stress-related health problems, such as shortness of breath, and back or neck pains. They also tend to drink more alcohol, smoke more cigarettes, overeat or take tranquilizers.

Since most day-care centers and individual providers will not care for sick children, parents sometimes feel they are forced to miss work. Absences cost companies billions of dollars annually. In a survey of employees several years ago, IBM found that 60 percent of those with children under the age of 14 missed at least 1 day of work annually due to a child's illness, and 30 percent missed 3 days or more.

Ted Childs, program director of IBM's Work/Life Programs, which oversees the child-care fund, says that special facilities for sick children will be available at some of the new centers IBM is helping to build.

"We are trying to develop programs that will help parents balance the ongoing demands of family and work," he says. "Flexible child-care arrangements are part of that equation."

The cost of not providing quality care goes beyond money, and right to the heart of a child's intellectual, emotional and social development.

Studies have found that when children are asked questions, encouraged to express

"As you are at seven,

so you are at seventy."

Jewish Proverb

Counselor Sarah Hinks with Rachel Bertsch, center, and brother Brian, paddling their boat ashore on Lake Champlain in Vermont.

BEST COPY AVAILABLE

"Cherishing children is the mark of a civilized society."

Joan Ganz Cooney, co-founder of "Children's Television Workshop," and producer of "Sesame Street"

themselves, and are actively involved in projects, they tend to be more intelligent, considerate and socially developed than children who are not stimulated. A quality preschool education prepares a child for kindergarten and beyond.

Since two-thirds of all mothers of preschoolers in the United States are expected to be working by 1995, good child care is vital. Currently, more than 11 million children under the age of 6 have working mothers, and the majority of these children are cared for by non-relatives, either in a day-care center, in their own home or someone else's home.

Despite the importance of child care, however, it is one of the lowest paid and undervalued professions in the United States. In France, for example, the government offers preschool teachers a free education and modest living allowance while they study. In return, new teachers promise to teach for five years after graduation. In the United States, the average wage for providers is $5.35 an hour. And turnover among workers is rampant.

Ellen Galinsky of the Families and Work Institute says IBM's program has helped improve the morale of child-care workers. "It has been a beacon of hope for people in this field," she says. "The commitment of IBM and other corporations has encouraged people to stay and make the situation better rather than jump ship."

Susan Bloom, director of Bright Hori-

(continued on page 9)

ED MAILTSKY/GAMMA LIAISON

BEST COPY AVAILABLE

For European Kids, This Is All Nothing New

France, Sweden and Germany are often cited by child-care advocates as leaders in offering generous parental leave policies, flexible work schedules and quality child-care programs.

In Sweden, with the highest proportion of female workers in Western Europe, new parents receive 90 percent of their salaries for the first year of leave. In Germany, women receive 14 weeks' leave at 100 percent of salary, and partial salary for the next six months. France offers 16 weeks of leave at 84 percent of salary, up to about $2,000 a month.

By comparison, the United States is one of only a handful of industrialized nations without federal laws governing job-protected childbirth leaves. In fact, last year, after legislation that would have provided 12 weeks of unpaid personal leave was passed by Congress, many companies lobbied against it, and President George Bush vetoed it. Nineteen states, however, do have varying parental-leave policies.

The tradition of social welfare programs in Europe contrasts sharply with the U.S. view that mandated benefits tamper too much with the free marketplace. Europe's child-care policies were designed to protect women's contributions to the labor force and to support their need to balance work and family responsibilities. During the past decade, European "maternity" policies have expanded to include "parenting" benefits for fathers.

At the Kista Day Care Center in Sweden, head teacher Mell von Gahsam puts in some quality time with Sofia Klasson, Rasmus Bjarstrom and Andreas Joenson.

When it comes to having high-quality standards for child care, France is often cited by experts. French preschool teachers hold the equivalent of a master's degree in early childhood education and elementary education. The directors of child-care centers are pediatric nurses with additional training in public health and child development. Workers who are licensed to care for children in their homes are eligible for a pension like other salaried employees, paid sick leave and other benefits not available to their U.S. counterparts.

Preschool for children ages 3 to 5 is free in France. Although attendance is not mandatory, just about every child attends, even those whose mothers do not work.

Slowly, American parents are beginning to receive the leave policies, tax deductions and other kinds of support that European parents have long enjoyed. These changes are being driven by those corporations that recognize the growing number of dual-income parents in the work force and the need to retain them.

BEST COPY AVAILABLE

New Networks For the Elderly

In addition to the $22 million child-care fund, IBM US has earmarked another $3 million to help employees and retirees care for elderly relatives. In fact, based on demographics, elder care will probably emerge as an even larger issue in the future, as more people live longer.

IBM's $3 million fund is helping establish new support programs and expand existing ones for employees. It is a follow-up to the elder-care referral service that IBM established in 1988 in conjunction with the consulting firm Work/Family Directions.

One of the new elder-care programs under way in Atlanta, is a "buddy system" of sorts, where elderly relatives of IBMers who do not live in the area are matched up with corporate volunteers who do. Volunteers visit and help with chores.

Rob Evans, a systems engineer with US Marketing & Services in Atlanta, was the program's first volunteer. Several years ago, before Evans' parents passed away, they became critically ill simultaneously, and he had to take care of them long distance. Evans sought help through IBM's elder care referral service in Atlanta. Now Evans wants to give something back. "This is something I'll be doing for a long time," he says.

Communities That Have Received or Will Receive IBM Funding

Child-Care Centers	
Conn.	Bethel, Danbury, New Fairfield
Ill.	Moline
Ind.	Evansville
Md.	Montgomery County
Minn.	Rochester
N.Y.	Elmsford, Endicott/Owego, Hawthorne, Katonah
N.C.	Charlotte, Raleigh
Texas	Southlake
Family Day Care	
Calif.	San Jose
Conn.	Danbury
Ga.	Atlanta
Minn.	Rochester
N.Y.	Endicott/Owego, Kingston/Poughkeepsie
N.C.	Charlotte, Raleigh/Durham
Texas	Dallas, Houston
Vt.	Burlington
School-Age Programs	
Calif.	San Jose
Conn.	Danbury, Southbury
N.Y.	Brewster, Endicott/Owego, Kingston/Poughkeepsie
Texas	Houston
Vt.	Burlington

Elder Care Programs	
Fla.	Boca Raton
Ga.	Atlanta
Md.	Montgomery County
N.Y.	Kingston/Poughkeepsie
N.C.	Raleigh
NAEYC Accreditation Fees	
Ariz.	Tucson
Calif.	Los Angeles, San Francisco
Conn.	Danbury, Hartford
Ga.	Atlanta
Md.	Baltimore
Minn.	St. Paul
Mo.	Kansas City
N.Y.	Endicott/Owego, Kingston/Poughkeepsie, Westchester County
N.C.	Charlotte, Raleigh/Durham
Ore.	Portland
Texas	Austin, Dallas
Washington, D.C.	

In some of the above communities, there may be funding for more than one program in each category.

(continued from page 7)

zons—a child-care center in Elmsford, N.Y., that serves more than 20 IBM families—has had her share of putdowns since entering the field more than a decade ago. She says, "I've had parents say to me, 'You're not teaching my baby, you're just feeding and changing him.'"

But a visit to Bright Horizons would show that that is far from accurate. The center, which serves children from 2 months to 5 years of age, is open, airy and filled with scheduled activities.

Darlene Bennett, an IBMer, takes her infant daughter, Alexa, there every day. "When Alexa arrives in the morning she squeals with delight," says Bennett, a senior secretary with the Thomas J. Watson Research Center, which has offices five minutes away. Bennett's husband, Philip Holbert, works for IBM's Research Division as an associate engineer in Yorktown Heights, N.Y.

Fellow IBMers Paul and Amy Chang also send their daughter Lynn, 3, to Bright Horizons. Up before dawn and on the road by 7:30 a.m., the Changs' daily routine, like Bennett's and Holbert's, is the epitome of the busy modern family. Paul, a development engineer manager in Research, and Amy, a staff programmer in Research, prefer sending their daughter to a center close to work so they can drop in at lunchtime or get there quickly in case of an emergency.

Not long after Bright Horizons opened in April, it was completely filled. In return for priority enrollment consideration for employees, IBM is providing the center with three personal computers for the children and accreditation fees to meet the high quality standards set by the National Association for the Education of Young Children (NAEYC). IBM's fund covers NAEYC accreditation fees at other day-care centers around the country.

IBM's main concern in all of this, obviously, is to help employees manage their lives so they can be productive. To that end, the company's $22 million child-care program is just part of a larger package.

IBM offers a three-year personal leave, and a flexible working schedule that experts consider to be among the best in U.S. industry.

But in helping to build a national infrastructure, IBM has also taken a longer view, and tried to answer a nagging question: If children don't receive the best possible care today, how will they be productive members of tomorrow's work force? □

35 BEST COPY AVAILABLE

On the Home Front in Asia/Pacific

Today, 92 percent of Japanese women with children under the age of 4 are full-time homemakers, according to a *Fortune* magazine survey. But times and demographics are changing. A declining birthrate and longer life spans are producing an aging population and a labor shortage.

Women, who once resigned from their jobs as soon as they married, are now staying in the work force longer, making child care a more pressing issue.

Japanese law allows women six weeks of unpaid leave before birth and eight weeks after. IBM Japan's maternity leave program is more generous. Women receive seven weeks of paid leave before giving birth, and eight weeks after. Mothers who have been with IBM for more than three years can take an additional year of unpaid leave.

Recently, IBM Japan instituted a telephone referral service that provides families with information on child-care centers.

By law, mothers who return to work are entitled to an hour off each day. In addition, IBM allows those with children in nurseries to leave work 21 minutes early to pick them up.

In a recent survey, IBM Japan found that half its full-time employees who opted for one year of maternity leave returned to their jobs.

Still, the pressure for women to stay home is great. Helping their children progress through

Breaking the mold: IBMer Noriko Tazaki, left, brings daughter, Marika to nursery school in Kawasaki, Japan. Teacher Shizue Hata, right.

Japan's highly competitive educational system almost certainly wins out over having a high-powered career. In Japan, a child's educational grooming starts in kindergarten and is rarely delegated to relatives or child-care facilities.

In Australia, the government administers and subsidizes about 80 percent of all child-care facilities. Parents can also opt for private centers, individual day-care providers or nannies.

To assist employees who work at its suburban Cumberland Forest headquarters, IBM Australia recently contributed $265,000 to establish a government-run child-care center nearby. Each year for a period of 8 years, 10 places wil be reserved for IBMers.

Australian law allows new parents one year of unpaid leave if they have been on the job for at least one year. IBM Australia, like IBM US, also offers new parents a three-year extended leave that includes one full year of unpaid leave, plus two years of part-time work.

The program has been extremely successful in retaining employees. Says Janet Tepper, a program manager with IBM Australia: "I was reluctantly considering giving up work so that I could spend more time with my daughter Sophie. When IBM introduced the extended-leave program, I leapt at the opportunity."

Tepper wasn't alone. Currently, 31 women are participating in the program. The number of employees returning to part-time work after a year of child-care leave has dramatically increased to 90 percent, up from 10 percent before the program was instituted.

— John Back

Think

Reprinted from Volume 57, Number 1/1991

IBM

International Business Machines Corporation
Armonk, N.Y. 10504

©Copyright 1991 by
International Business Machines
Corporation. All rights reserved.
Printed on recycled paper.

BEST COPY AVAILABLE

Work and Personal Life Balance

Issues & Answers
for Managers

A Changing Work Force

Over the past several years, the profile of the American work force has changed dramatically. The "typical" American family is more likely to be headed by a father and a mother who both work outside the home than by a father who handles responsibilities at work and a mother who takes care of the needs at home. In fact, more than half of all mothers in the United States return to work before their children reach the age of one.

Employers and employees, alike, are having to adjust to these changing demographics. For employees, managing their work and family responsibilities has become a constant juggling act. For some, it's a matter of finding and providing appropriate care for their children or elderly relatives; others may need support coping with family health crises; still others simply need time for personal obligations that can best be scheduled during the workweek.

IBM's United States population of about 200,000 employees at 250 locations in 50 states, the District of Columbia and Puerto Rico closely mirrors the U.S. work force at large. For example:

- Twenty-five years ago, only 13 percent of the IBM work force were women; today, women account for nearly 30 percent of the IBM population and will account for approximately one-third of the company's population by the year 2000.

PS 0220 099

- According to a special IBM survey, nearly 60 percent of IBM's employees are members of dual-income households and more than 5 percent are single parents.
- Roughly one-third of employees provide some care for older relatives. Eight percent have elderly dependents; and 4 percent have elderly dependents living with them.
- Approximately 30 percent of employees have children under 18 living at home who need supervision.

The responsibilities formerly handled by a spouse who was at home full time have not disappeared. Instead, these responsibilities must now be handled alone by a single parent or divided between two people who both work full time. The individual circumstances may vary, but overall, employees are challenged in their need to balance their work and personal lives.

IBM's Work/Life Strategy

Employees cannot be expected to confine their concerns about their personal lives to the home. They bring these worries to the workplace. Employees who do not receive the support they need may find it difficult to contribute to their jobs to the extent of their abilities or to the extent the company requires. As a result, companies that don't try to accommodate employees often pay the price in higher absenteeism, lost productivity, less reliability, and the inability to retain talented employees.

Research suggests that employees who are given more flexibility in their hours and working conditions give back even more in return. With fewer stresses away from the job, employees tend to work harder, more productively, and with a greater sense of loyalty to their companies. A partnership between employee and employer develops and it works to their mutual benefit. It is precisely this kind of partnership and flexibility that forms the core of IBM's work/life strategy.

IBM's Tradition of Responsiveness

IBM has traditionally tried to be responsive to its employees and offer them the support they need through such programs as Individualized Work Schedules, Leaves of Absence, A Plan for Life, Adoption Assistance Program, Employee Assistance Program, Retirement Education Assistance Plan and Technical Academic Career Program, among others.

In response to the changing work force and resulting change in employees' needs, IBM has added new work/life programs and enhanced existing ones.

Under the expanded Individualized Work Schedule program, employees will be able to begin their workday up to two hours before or two hours after the normal location start time, effective September 1, 1991; meal break flexibility, also effective September 1, will enable employees to take a minimum of 30 minutes or a maximum of two hours for a meal break, which gives a window of time in the middle of the workday for personal choice activities.

The Flexible Work Leave of Absence offers a new option for full-time employees who need a reduced work schedule; the availability of the Work-at-Home program has been expanded to employees who are on a Flexible Work Leave of Absence or are on an approved personal leave of absence; and the IBM Funds for Dependent Care Initiatives was established to improve the availability and quality of child and elder care throughout the country in communities where IBM employees live and work. IBM's benefits programs were also expanded to include a Catastrophic Care Assistance Program and a Long-Term Care Insurance Program to help employees and their families cope with catastrophic medical situations or prolonged illnesses that require long-term care.

The Challenge for Managers

Employees and managers share in the responsibility for making these programs successful and effective. The challenge for managers will be striking a balance between the needs of the business and employees' personal needs. For example, whenever possible, managers should try to accommodate employees who want to take advantage of IBM's flexible work arrangements and who meet the requirements to participate. However, both managers and employees must realize that there will be times when, for business reasons, some employees will not be able to participate in the Flexible Work Leave of Absence program or take a personal leave of absence. It is also important to convey the message that employees who use these programs are not any less committed to their careers. Nor should the company expect any less in the quality of employees' work. Instead, management needs to be flexible and tolerant of how the work is accomplished. The performance standards remain the same.

Managers should also keep in mind that an employee's life encompasses not only the workplace and the home, but the community at large. Managers can help interested employees pursue other meaningful activities and goals through IBM's various community-related programs. Employees who lead full, well-rounded lives are often more productive workers for the simple reason that they feel good about themselves—an attitude they bring to work every day.

Outlook for the Future

If trends continue as expected, the number of women and minorities in the work force will continue to grow, as will the number of working mothers, dual-income households and single parents. In fact, women will soon represent two-thirds of the growth in the labor force. At the same time, the U.S. population, overall, will continue to age. By the year 2000, Americans over age 65 will outnumber those under age 20. The need for more support and flexibility in the workplace will increase.

IBM has taken the initiative to provide its employees with significant flexibility and support in the work/life area. The company will continually review and adapt programs in response to employee and business needs—programs that will enable managers to build meaningful partnerships with their employees and enable employees to fulfill their career objectives. IBM's success now and in the long term depends on it.

This Issues & Answers gives managers an overview of our work/life programs and IBM's strategy behind them. The enclosed brochure describes these programs in greater detail and should be distributed to each employee.

IBM

Work/Life Situations Roadmap

Issues & Answers

for Managers

BEST COPY AVAILABLE

Work/Life Situations Roadmap

IBM Internal Use Only

Work/Life Situations	Applicable Options (Programs/Practices/Other)	Guidelines	References
Managing Personal Needs	Personal Leave of Absence	Up to three years, reviewed and approved annually. For extended leaves (years two and three) employee must be available to work part time. Note: It is expected that, in most cases, IBM will provide part-time employment during this time. This program can help employees who need time off for dependent care responsibilities.	Manager's Manual, 3-01
Part-Time Work Request	Flexible Work Leave of Absence	To help employees balance work and personal life situations, employees may work 20-30 hours a week for a minimum of six (6) months (at any given time).	Manager's Q&As in 3/25/91 Announcement Package
	Work-at-Home	Individuals on a leave of absence and desiring part-time work but who cannot regularly come to the work location. Must be type of work that may be accomplished at home. Employee must come into regular work location for four consecutive hours per week.	Manager's Q&As in 3/25/91 Announcement Package
Scheduling Flexibility Needs	Individualized Work Schedules (IWS)	IWS period is four hours (two hours on either side of the location's normal start/stop time).	Manager's Manual, 2-19
	Meal Break Flexibility	Enables employees to take a minimum of 30 minutes or up to a maximum of two hours for a meal break. This window of time in the middle of the workday can be used for personal choice activities.	Manager's Q&As in 6/17/91 Announcement Package
	Staggered Schedules	Management predetermines start/stop times. Employees select one of the options. Changes usually require management approval.	IBM Individualized Work Schedules, ZV04-0175
	Customized Work Schedule	Unique business/personal situations: special schedule for specific time period.	IBM Individualized Work Schedules, ZV04-0175
	Flexible Vacation/ Holiday Scheduling		About Your Company, S502-3801

Work/Life Situations	Applicable Options (Programs/Practices/Other)	Guidelines	References
Pregnancy	Maternity Practices	Time off before birth is paid if a medical disability (unpaid if personal choice).	Manager's Manual, 3-05
		Sickness and Accident Plan payments for medical disability from day of admission to hospital until physician declares employee is able to return to work (usually six to eight weeks after birth); at this point, employee returns to work or goes on personal leave.	About Your Company, S502-3801
Adoption	Adoption Assistance Program	Provides financial assistance up to $2,500 for each adoption.	About Your Company, S502-3801
Child Care	IBM Funds for Dependent Care Initiatives	$22 million fund to increase quality and supply of child care services where IBM employees live or work.	See your local benefits administrator
	Child Care Referral Service	Child care information and referrals to community providers.	IBM Child Care Referral Service, G504-0265
	Special Care for Children	IBM program that provides financial assistance to the parents of emotionally, physically, and mentally disabled children (up to $50,000 per child).	Special Care for Children Assistance Plan, G504-0338
	Shift Changes	Parents work different shifts to split child care responsibilities.	
	Work and Family Seminars	To help parents balance work/family responsibilities more effectively.	A Plan for Life Newsletter, published semi-annually
	Paid Personal Time	Management discretion, when an employee must provide short-term care for a sick child, i.e., chicken pox, measles, mumps, serious accident, etc.	Manager's Manual, 3-01
	Unpaid Personal Time	Managers may grant up to ten consecutive days of unpaid personal time. Use only where time off with pay is not warranted, i.e., social, recreational.	Manager's Manual, 3-01

Work/Life Situations	Applicable Options (Programs/Practices/Other)	Guidelines	References
Elder Care	IBM Funds for Dependent Care Initiatives	$3 million available to develop or support existing elder care programs in communities where IBM employees live or work.	See your local benefits administrator
	Elder Care Consultation and Referral Service	Offers personalized consultation, education, and information, along with referrals to providers of elder care and services.	IBM Elder Care Consultation and Referral Service, G504-0334
	Shift Changes	Family members work different shifts to split care-giving responsibilities.	
	Elder Care Seminars	To help employees anticipate and plan for the complex responsibilities of caring for an elderly relative.	A Plan for Life Newsletter, published semi-annually
	Paid Personal Time	Management discretion, when an employee must provide short-term emergency care until more permanent arrangements can be made.	Manager's Manual, 3-01
	Unpaid Personal Time	Managers may grant up to ten consecutive days of unpaid personal time. Use when request for time off is not of emergency nature and the reason for the request is reasonable.	Manager's Manual, 3-01
Overtime/ Temporary Schedule Change		Provide advance notice to employees. Discuss most reasonable schedule with employee. Consider other ways to get the job done (e.g., non-regulars, vendoring work). Consider giving management-directed time off for extra work time.	Manager's Manual, 2-18
Job Training/ Business Travel		Consider on-site options that avoid travel (e.g., satellite classroom/self-study/ teleconferences). Give sufficient notice for personal planning if travel is involved.	Manager's Manual, 2-06

Work/Life Situations Roadmap

IBM Internal Use Only

Work/Life Situations	Applicable Options (Programs/Practices/Other)	Guidelines	References
Family Wellness	Employee Assistance Program	Provides confidential, professional counseling to help overcome personal or family problems. Includes free short-term counseling.	Getting Help When You Need It, G504-0264
	A Plan for Life	Health education program: provides comprehensive health-related classes.	A Plan for Life Newsletter, published semi-annually
	Work and Family Seminars	To help parents balance work/family responsibilities more effectively.	A Plan for Life Newsletter, published semi-annually
	Elder Care Seminars	To help employees anticipate and plan for the complex responsibilities of caring for an elderly relative.	A Plan for Life Newsletter, published semi-annually
	Employee Video Library	Videos for parents to use in the home or with outside organizations; topics include AIDS and teenage substance abuse.	To order, call: 800-843-2948 In Florida: 800-356-3233
	Catastrophic Care Assistance Program	Assists employees with catastrophic medical conditions.	1990 Medical Benefits Announcements SV04-0352
	Long-Term Care Insurance Program	With IBM assistance, employees can purchase long-term care insurance which covers chronic illnesses and major disabilities.	1990 Medical Benefits Announcements SV04-0352
Relocation	Spouse Relocation Assistance	Provides job relocation assistance to the spouse through career management consultant. Services include interview skills development, resume preparation and job leads. Spouses selecting an alternative service may be reimbursed for eligible expenses associated with job placement and counseling up to $1,000. This program also provides for job survey trip expenses.	IBM Relocation Plan—Book 1
	Orientation to Community	Time off at management discretion—demonstrates sensitivity to employee needs.	Manager's Manual, 1-19
	Employee Assistance Program	Provides confidential, professional counseling to help overcome personal or family problems. Includes free short-term counseling. Can be very helpful to employees and family members experiencing the effects of a move.	Getting Help When You Need It, G504-0264

Work/Life Situations Roadmap

IBM Internal Use Only

Work/Life Situations	Applicable Options (Programs/Practices/Other)	Guidelines	References
Bridging to Retirement	Retirement Education Assistance Program (REAP)	Employees within five (5) years of retirement eligibility and their spouses can receive financial assistance for education expenses that prepare them for a fulfilling retirement.	Manager's Manual. 9-04 REAP application. ZV04-0096
	Community Service Career Program	Retirement-eligible candidates secure full-time paid positions in not-for-profit organizations and receive a portion (35%) of IBM salary each year for two years. (Candidates approved by management.)	(Available from your Community Programs Representative)
	Technical Academic Career Program	Retirement-eligible technical candidates secure full-time paid positions in colleges and universities and receive a portion (35%) of IBM salary each year for two years. (Candidates approved by management.)	IBM Technical Academic Career Program (available from your Community Program Representative)
	Pre-Retirement Leave of Absence	Allows retirement-eligible employees to take a one-year leave of absence. Individuals may work part-time during this period.	Manager's Manual. 3-05
	Tax Deferred Savings Plan	To encourage financial planning for retirement years, employees may defer up to 8% of their salary. IBM matches the first 5% with 30 cents for each dollar contributed by the employee. A new loan feature allows employees to borrow up to half their total account balance and repay that loan with interest to their account.	Tax Deferred Savings Plan 1990 Enhancements SV04-0346-00